

**IN THE UNITED STATES DISTRICT COURT
FOR THE MIDDLE DISTRICT OF ALABAMA
NORTHERN DIVISION**

REGIONS ASSET COMPANY, REGIONS
FINANCIAL CORPORATION and
REGIONS BANK

Plaintiffs,

v.

REGIONS UNIVERSITY, INC.

Defendant.

Civil Action No. 2:06-cv-882-MHT

SUPPLEMENTAL DECLARATION OF RACHEL MARMER

I, Rachel Marmer, declare and say:

1. I am an associate at Steptoe & Johnson LLP. I represent Regions Asset Company, Regions Financial Corporation and Regions Bank in this case.

2. Attached as Exhibit A are true and correct copies of phone book pages from the following locations: Birmingham, Raleigh, Jackson, Mobile, Monroe and West Monroe, Memphis, Houston, Charlotte, Nashville, Alexandria, and Richmond.

3. Attached as Exhibit B is a true and correct copy of an advertisement of Regions.

4. Attached as Exhibit C are true and correct copies of web page printouts from www.secsports.com and www.sunbeltsports.org.

5. Attached as Exhibit D are true and correct copies of web page printouts showing the generic nature of the term “Corporate University” at Wikipedia, located at http://en.wikipedia.org/wiki/Corporate_universities, New Foundations, located at

<http://www.newfoundations.com/OrgTheory/Hearn721.html>; and Dallas Business Journal, located at <http://dallas.bizjournals.com/dallas/stories/2003/07/28/focus2.html?page=1>.

I declare under penalty of perjury that the above facts are true to the best of my knowledge. Executed August 31, 2007.

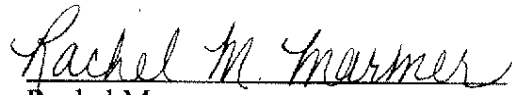

Rachel Marmer

EXHIBIT A

REGIONS BANK

REGIONAL & NATIONWIDE SERVICE 1-800-368-3689

REGISTRATION & SALES
Customer Service
Toll Free-Dial 1 & 8 Then 800 734-6667
Right Call 24 Hour Customer Information 1-800-368-3689
Loan By Phone 1-800-368-3689
Toll Free-Dial 1 & 8 Then 800 588-1247
Branches
Albuquerque
331 Montano Way NE
Bessemer 326-7584
330 10th Street
Cahaba Heights 326-7584
317 Oakley Heights Plaza
Carmichael 326-7607
1600 N 9th
Cedar Point 326-7589
7920 Center Point Rd
Columbiana 326-7392
10000 Highway 29
Deerfoot Parkway 669-4061
6025 Old Springdale Rd.
Encino 326-7624
Encino
7703 Encino Rd 33110 326-7962
Five Points South
LA 30134 326-7549
Five Points West
2850 Bassett Rd 33020 326-7823
Five Points West Drive-Up
2312 Warner Rd 35208 326-7824
Folsom
1185 Forestale Dr 33214 326-7972
Galleria Plaza
3505 John H. White Parkway
Grandville 326-7893
1381 Goucher Hwy N
Greenville 326-7564
475 Green Springs Hwy 35203 326-5406
Haltom
335 Nolan Marketplace
Hawthorne 326-5766
1508 97th Ave S 35208 326-7589
1464 Montgomery Hwy 35216 290-8407
Lawrenceville
200 Interstate Center Dr
Macon 326-7898
Maconville
111 Main St 35115 685-4708
Morgantown
2910 Mainway Rd
Inside Wynn Drive
Mountain Brook 326-7793
3261 Collier Rd 35223 326-7678
3414 Palmetto Hwy 35126 663-0723
Raleigh
9701 Parkview Blvd 35115 326-7623
310 Yancey Private Banking Center
Raleigh-Second Street
3101 2nd St
Raleigh 326-7588
421 Main St
Twin Creek St N
417 20th St N 35203 326-7847
Valdosta Rd
9255 Holara Rd
Trenton Sunny Foods 326-7643
Virginia
599 Montgomery Hwy 35216 290-9469

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REED-RENT

DI MIX INC. CONCRETE**932-8779**OFFICE - 932-8751
FAX - 932-8712**SERVING
YOUR COMPLETE
CONCRETE
NEEDS**

admit
in Jackson 39216 601 982-2112
admit
in Dr. Martin Luther King Jr. 39210 601 988-8000
in 203 City Center Jackson 601 960-8600
City 4768 E-55 N Jackson 601 351-2410
City Dr 39211 601 984-4461
Hwy
in Rd Pearl 39208 601 932-7190
in Northpark Mall 601 956-0088
in Association 103 Main St W Uca 601 982-8886
180 Sheppard Rd Jackson 39206 601 685-6839
in Midland Dr Flowood 601 987-0088
in Hwy 80 W 39209 601 939-5671
in CPA 200 E Capitol St 39201 601 922-9928
in City 6340 E-55 North Ave 601 948-6790
in City 6340 E-55 North Ave 601 948-7208

ALTON W City

St 39202 601 354-2121

don & Supply 601 348-1333

in LIFT

in Blvd Ridgeland 39157 601 956-1992

250 North State Street 39216 601 984-8185

in 636 Commerce St Jackson 39201 601 354-0232

in City

in and Rd China 39056 601 924-4747

in Hwy Clinton 39354 601 924-4087

HIN R City

St 39201 601 355-9680

in Blvd Jan 39204 601 372-6632

in Representative

St 39201 601 355-9680

in Blvd 39204 601 372-6632

in Contractor LLC

Pearl 39208 601 932-8549

in 144 Avery Dr 39211 601 932-8549

in 39211

in 4270 E-55 N 601 932-8549

in 444 39208 601 932-8549

in City 6340 E-55 North Ave 601 932-8549

in 2945 Laylar Dr Flowood 39212 601 948-6981

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Regional Drywall 601 879-9556
Regional Office Forest Resources Group 601 932-5308
Regional Office Of Outback Steakhouse 601 883-9307
Regional Office Of Outback Steakhouse 601 883-9307

REGIONS BANK

Customer Service

Toll Free-Mail 'N' Then 800 734-4662

Department

Administration 601 969-6103

Certificates 601 936-7717

Checking Accounts 601 936-7717

Direct Deposits 601 936-7717

Commercial Banking

Business Bank 601 368-2717

Corporate Bank 601 368-2717

Residential Construction 601 368-2717

Treasury Management 601 368-2717

Human Resources 601 969-6308

Job Line 601 933-8630

Installation Loans 601 936-7717

Investments 601 368-2707

Merchant Services 601 936-7717

Mortgage Loans 601 991-9989

Private Bank 601 368-2736

Savings Accounts 601 936-7717

Student Loans 601 936-7717

Trust Division 601 368-2770

Retail Centers

Brandon 1520 Hwy 80 W Jackson Tel No 601 948-7797

Byram 5754 Terry Rd 39272 601 968-2501

Canton 147 E Peace St Clinton 39046 601 859-3636

Capitol Street 139 E Capitol 39201 601 969-6182

Clinton 609 Hwy 80 East Jackson Tel No 601 948-7481

County Line Rd 1750 E County Line Rd 601 948-7790

Lake Harbor 792 Lake Harbor Dr 601 969-6149

Lumberton 3910 Terry Rd 39212 601 969-6299

Madison 998 Hwy 51 North 601 969-6165

Madison 4325 N State 39206 601 969-6165

Metairie 4270 Robinson Rd 39209 601 948-7586

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Reliable Services Inc Cedar Grove Lakes Madison 601 856-5802
Reliance Comm Tco 601 354-0022
209 E Capitol St 39201 601 354-0001
209 E Capitol St 39201 601 354-0001
Remax Alliance 2001 Airport Rd Flowood 601 428-4359
Remax Alliance 2001 Airport Rd Flowood 39212 601 664-8941
Remax Alliance 2001 Airport Rd Flowood 39212 601 709-1634

RE/MAX ALLIANCE

601-983-1130

Multiple Offices To Serve You Better

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721 Clinton Pkwy., Clinton
591 Northpark Dr., Ridgeland

Remax Alliance 2001 Airport Rd Flowood 601 983-1130
Remax Alliance 727 Clinton Pkwy Clinton 39056 601 910-5010
Remax Alliance 591 Northpark Dr Ridgeland 39157 601 709-1640
Remax Alliance & Lee Garland 601 992-9929
348 Bay Park Dr Jackson 39047 601 886-3337
Remax Connection 950 Hwy 51 Madison 601 886-3337
Remax Connection 950 Hwy 51 Madison 39110 601 886-3337
Remax Connection 7128 Shreve Dr 39272 601 592-0983
Remax Connection 7128 Shreve Dr Jackson 601 371-3737

RE/MAX

RE/MAX CONNECTION ARMITSTEAD
LARRY & MARTHA 601 953-8003

Rembert Alvin W Dr 601 366-4891
4631 Hanging Moss Rd Jackson 39206 601 982-3570
Rembert James 514 Bedford Dr 39210 601 856-0033

REMODELING BY DESIGN

601 918-4861

Remote Auto Approval

Remus Charles R Accounting Inc 601 992-0378

212 Woodrow Dr 39047 601 992-0378

Ren Bu Kan 601 728-2915

Ren Bu Kan 601 948-6732

Renaissance Hair Design 601 352-5827

1120 Hwy 80 W Jackson 39204 601 352-5827

Renaissance One LLC 601 714-3800

717 E Forestation St Jackson 39202 601 371-6343

Renaissance The 1800 Tn Rd Jackson 39204 601 957-1999

Rental Care Group 571 Beasley Rd Jackson 39206 601 936-5798

Rental Care Group 181 Keger Dr Richard 39215 601 936-5798

Rental Care Group Inc 601 824-9764

501 Greenfield Rd Brandon 39042 601 987-1000

Rental Care Group Inc 601 987-1000

Rental Care Group Inc 601 987-1000

Rental Care Group Inc 601 987-1000

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HOSPITAL OF JACKSON MS

Jackson 39216 601 364-8200

and Conference Center

14 Hwy 80 W Jackson 39204 601 969-2141

14 Hwy 80 W Jackson 39204 601 384-4931

14 Hwy 80 W Jackson 39204 601 384-4931

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3003 N MacArthur Dr 71303 449-4510

**REGIONAL MEDICAL
RENTAL & SALES**

3003 N MacArthur Dr Alexandria 71303
..... 443-6522

REGIONS BANK

Customer Service Center
Toll Free-Dial '1' & Then 800 REGIONS
Loan By Phone
Toll Free-Dial '1' & Then 800 588-1267

Branch Locations

Downtown Office 803 6th St 71301 484-4721
Centre Office 1440 Dorchester Dr 71301 484-4813
MacLee Office 3412 MacLee Dr 71302 484-4805
Westgate Office 333 MacArthur Dr 71303 484-4741
Hwy 28 Office
3580 Hwy 28 East Pineville 71485 448-2201

Pinecreek Office
3201 Monroe Hwy Pineville 71360 640-6869

Commercial Loans 484-4713

Regions Mortgage 1440 Dorchester 71301 484-4839

Regis Sofon Alexandria Mall 71301 445-8414

Register Sandra 6720 Longleaf Tr Ball 71405 640-0655

Rehab Xcel 1602 Hwy 28 E Pineville 71360 448-4191

Rehabilitation Specialists

3347 Masonic Dr 71301 443-3311

Rehoboth Investment Builders

109 Texas Av Alexandria 71301 448-9208

Reich Charles & Janet

100 Drummond La 71485 473-9677

Reich Ray & Barbara 10140 Hwy 165 S 448-3749

Reich Robert 46 Smith Rd Lecompte 443-4250

Reich Tea Ray II & Claudine

306 Country Club Dr Pineville 71360 641-8880

Reichard Raul Dr 4816 Whitehall Blvd 561-0186

Reichle Albert 112 Walker Dr Pineville 71360 640-7059

Reichman James 12558 Hwy 71 Colfax 71417 640-5593

Children's Telephone

12558 Hwy 71 Colfax 71417 640-5594

Reichman James 12558 Hwy 71 Colfax 71417 640-5594

REICHMAN JAMES B 728 Jackson St 71301 442-3251

Reid Ann 1250 Dorchester Dr 71303 445-7520

Reid Fred M 311 Camille St 448-8548

Reid Indra 3123 Nelson St Alexandria 71301 619-9530

Reid James Larry 1636 Audubon Dr 442-0086

Reid Will & Jill 12760 Bullett Ln Deville 71328 466-1292

REID'S CAR CARE 1308 Windsor Pl 71303 445-3090

Reisner PC 1927 Day St 71301 487-8388

Reisner Ann F MD

8425 Cumberland Pl Baton Rouge 70806
Alexandria Tel No 442-6669

Reilly Ignatius J

1700 Beach St Alexandria 71301 445-2727

Reimer Chris 3116 Bear Tr Alexandria 71301 442-6487

Reimer Chris 5226 Benjamin St Alexandria 71303 445-9390

Reimer D & L 794 Stafford Rd Pineville 442-2559

Reimer David & Beth

5412 Old Marksville Hwy Pineville 71360 561-9748

Reimiller Byron C 3219 Elliott St 71301 445-9527

Reine June 63 Dupuy Ln 71302 445-5975

Reinhardt James 6004 Ball Ln 71303 473-2554

Reisner Shawn & Amber

328 Iris Park Dr Pineville 71360 641-0196

Reisner Jas P 215 Evergreen Ct 71405 640-6704

Reliable Financial Service Of Pineville Inc

500 Main St Pineville 71360 445-9575

Reliable Medical Inc

3900 Sterxx Rd Alexandria 71301 442-0017

Reliant Energy

See CenterPoint Energy

Reliant Rehabilitation

5100 Jackson St Alexandria 71303 487-4658

Reliford Cheryl 220 Sunset Dr Alex 71301 442-2314

REMEDIOS DAVID M DR

5615 Jackson St Alexandria 71303 442-6989

Remedios David & Yvonne

6212 Grand Oak Dr 71301 487-1401

REMEDY INTELLIGENT STAFFING

1268 Texas Av Alexandria 71301 449-9675

Renaissance Home For Youth


6177 Bayou Rapides Rd 71303 473-0530

Renda John 2827 MacArthur Dr 443-6692

Renda Rodney

4375 Clubhouse Dr Alexandria 71303 449-4771

Renee G 442-0171

Renegade
Harley-Davidson

318-448-1509
2030 North Mall Dr. Alexandria
or
1-866-266-3300
www.renegadehdy.com

Renegade Harley-Davidson Bldg

2030 North Mall Dr Alexandria 71301 448-1309

Renegar Don 4025 Mayflower Blvd 443-0634

Renegar Gerald & Nell

1727 Shirley Park Pl Alexandria 71301 443-0577

Renew Faith Apostolic Assembly

1718 Ulster Dr Alexandria 71303 449-9060

Renewed Faith Missionary Baptist Church

522 Douglas St 71302 473-4006

Renfrow Chad & Evelyn

716 Rocky Bayou Dr Pineville 71360 640-1971

Renfrow Ray

1507 Bayou Maria Rd Pineville 71460 448-1877

Renise Nicole 6101 N Bolton Av 445-1112

RENOIS DANIEL MD

425 Scott St Alexandria 71301 445-7355

Renolds Daniel MD 821 Elliott St 71301 441-1030

Renolds Casey 6016 Pepper Tree Dr 487-4702

Renshaw Paula 410 Pine Lake Dr Pineville 71360 561-6794

Reit-A-Center-

400 Bolton Av 71301 473-8301

Westgate Shopping Center

Rent-R-Company 487-9777

See Rental Service Corporation

RENTAL COMPANY

THE

820 Dallas Av Alexandria 71302 449-1011

Rental Gallery 538 MacArthur Dr 71303 443-3661

Renwick Joe F

5635 E Circle Dr Alexandria 71304 487-1786

Renzi Community Home 347 Blaine Bend Rd 442-7087

Reppond Joey 23 Ahin Dr 71360 443-3949

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618 Murray St Alex 71301

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REPUBLIC FINANCE

1323 Pateman Dr Alexandria 71301 442-2201

Reschke Ewald A

3206 Skyline Dr Pineville 71360 443-5435

Resettlement Center Of Central Louisiana

525-A Main St 487-0234

Residential Design 2519 Avenue 71301 445-6891

Residential Design Studio Alexandria

Resourcenet International 201-1292

See Xpedix

Restland Memorial Gardens cemetery

3307 Monroe Hwy Pineville 71360 448-0846

Restoration Apostolic Ministries

3029 Olcott St 71301 473-4437

Restructure Petroleum Marketing Service Inc

5244 E Hwy 26 Pineville 71477 445-1904

Retired Senior Volunteer Program

204 Chester St 442-2405

Reios Steve L 1406-1/2 Creed St Pineville 71360 443-5164

Reuben Dequesha

3727 Feller St Alexandria 71304 483-4608

Revelett Marlon L & Deborah

6500 Tenneyson Oaks Ln 443-7255

Revels D F Dr vet 5990 Jackson St 71303 445-5245

Res 5204 Lark Ln 71303 473-9801

Revoir Angeleque 2914 Thomas St 448-2223

Revoir Bobbie 915 Overton St Pineville 71360 641-6716

Revoir Duane 5205 Edward Av 445-9811

Rex TV 3437 Masonic Dr 449-1301

Rexel 3008 Broadway Aven 71302 445-6462

Rexel Southern-

Toll Free-Dial '1' & Then 800 521-8198

Rexel Summers

3008 Broadway Av Alexandria 71302 473-2504

Rexer J B Jr 5903 Larkspur Dr 442-7754

Rey Adams Billy 4893 Parkue Dr Pineville 71360 640-9562

Reyes C 5319 Airview Dr Alexandria 71302 442-6830

Reyes Naomia R

2121 Madison St Alexandria 71301 473-2728

Reyes Nestor & Joyce

Reyes Orlando 3017 Herbert St 71301 473-9444

Reyes Shannon 2866 Derby St Alex 71301 442-7453

Reyes Tina 1221 Oriole Ln Ball 71405 640-7069

Reynaud Caledia Rev 6479 Bouel Trace 71301 448-3976

Reynaud Ervin 1391 Hwy 457 71346 473-9570

Reynaud Gregory St North Lake Dr 71485 443-2390

Reynaud K 627 Westboard Rd Ball 71360 641-9742

Reynaud Lloyd S 5405 Airview Dr 71302 442-1845

Reynaud Ryan 49 Bayou Oak Dr 448-0553

Reynaud Steve & Lisa 3022 Brenda St 71302 449-4510

Reynold Eleanor 6101 N Bolton Av 71303 767-5838

Reynolds Aubrey 222 Nation Rd 71328 466-9594

Reynolds Austin

177 Woodson Landing Rd Deville 71328 466-1229

Reynolds Charles W

6201 Bouel Trace Alexandria 71301 448-0042

Reynolds Chayanna B

121 Shanghai Rd Ball 71405 640-8576

Reynolds Clarence R

6605 Tenneyson Oaks Ln Alexandria 71301 442-5264

Reynolds Darren & Tracy

4705 Whispering Pines Loop Pineville 71360 619-9546

Reynolds Ethel 3712 3rd St 445-9160

Reynolds Ethel 5512 Jube St Alexandria 71301 448-3884

Reynolds Francis & Mary Jean

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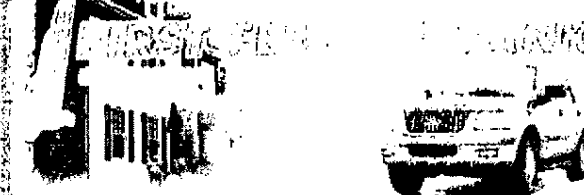
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Oct 06	Florida	Baton Rouge
Oct 13	Kentucky	Lexington, KY
Oct 20	Auburn	Baton Rouge
Nov 03	Alabama	Tuscaloosa, AL
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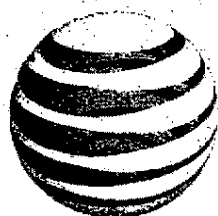
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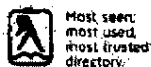
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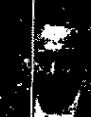
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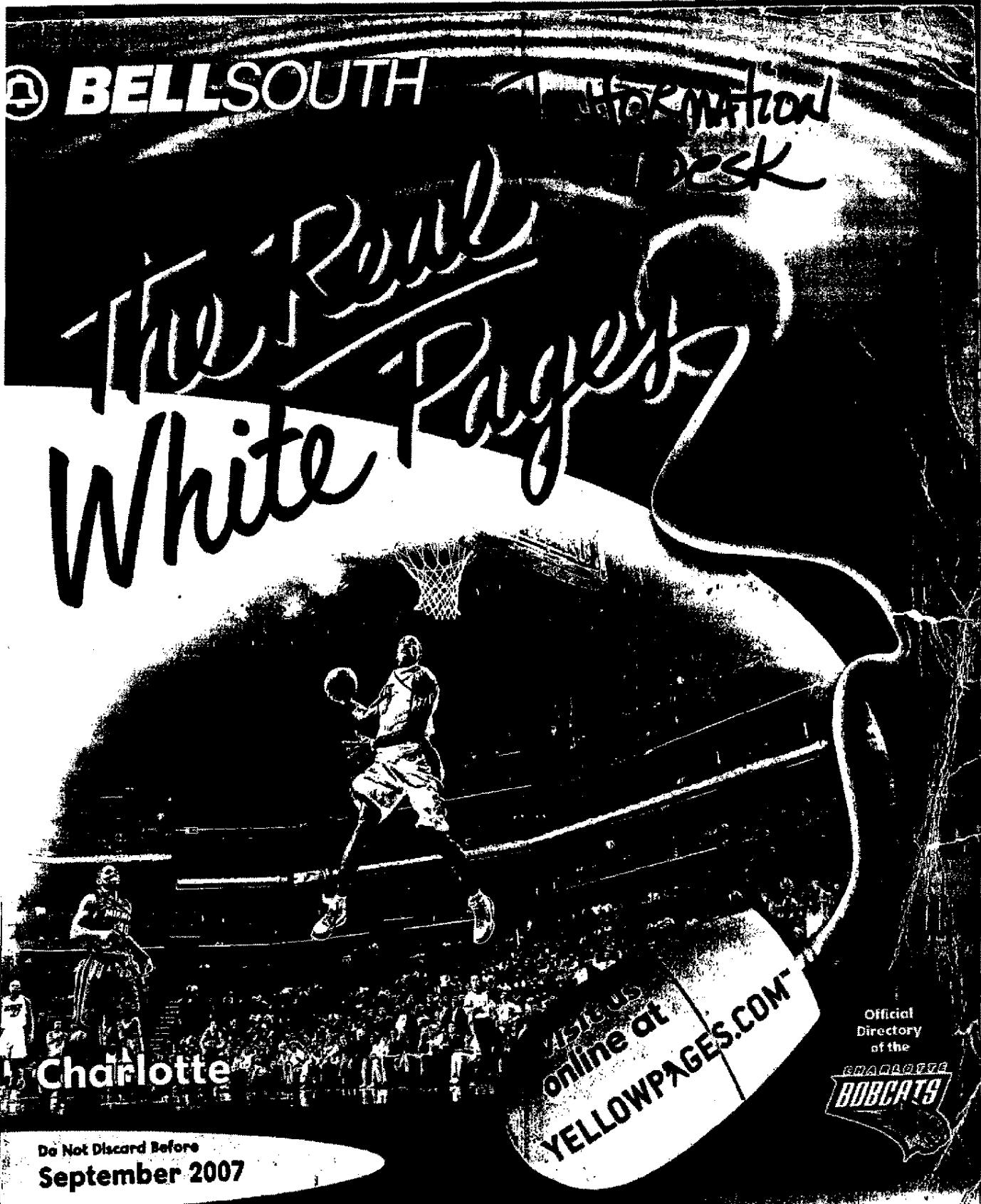
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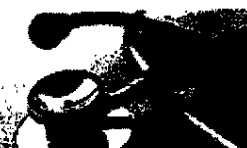
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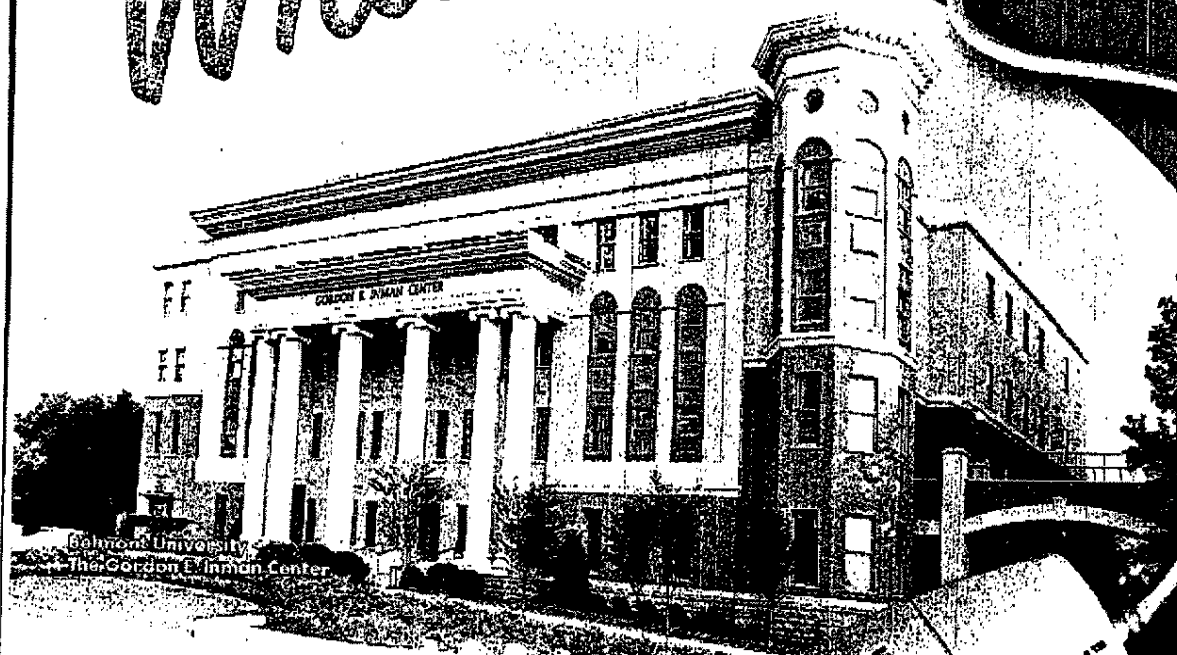
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Gadsdensville.
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Green Hills.
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Inglewood.
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Madison.
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2798 Franklin Pk 37201 279-9485
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1305 N Mt Juliet Rd 883-1119
Nashboro Village.
2250 Madison Ave Rd 361-4066
Nashville Rd.
3727 Newcastle Rd 834-0081
Riverside.
1787 N Gaylord Rd 612-0126
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5300 Charlotte Ave 297-0802
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Hickory Hollow Mall 37267 731-2229
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357	Inglewood	463-2341
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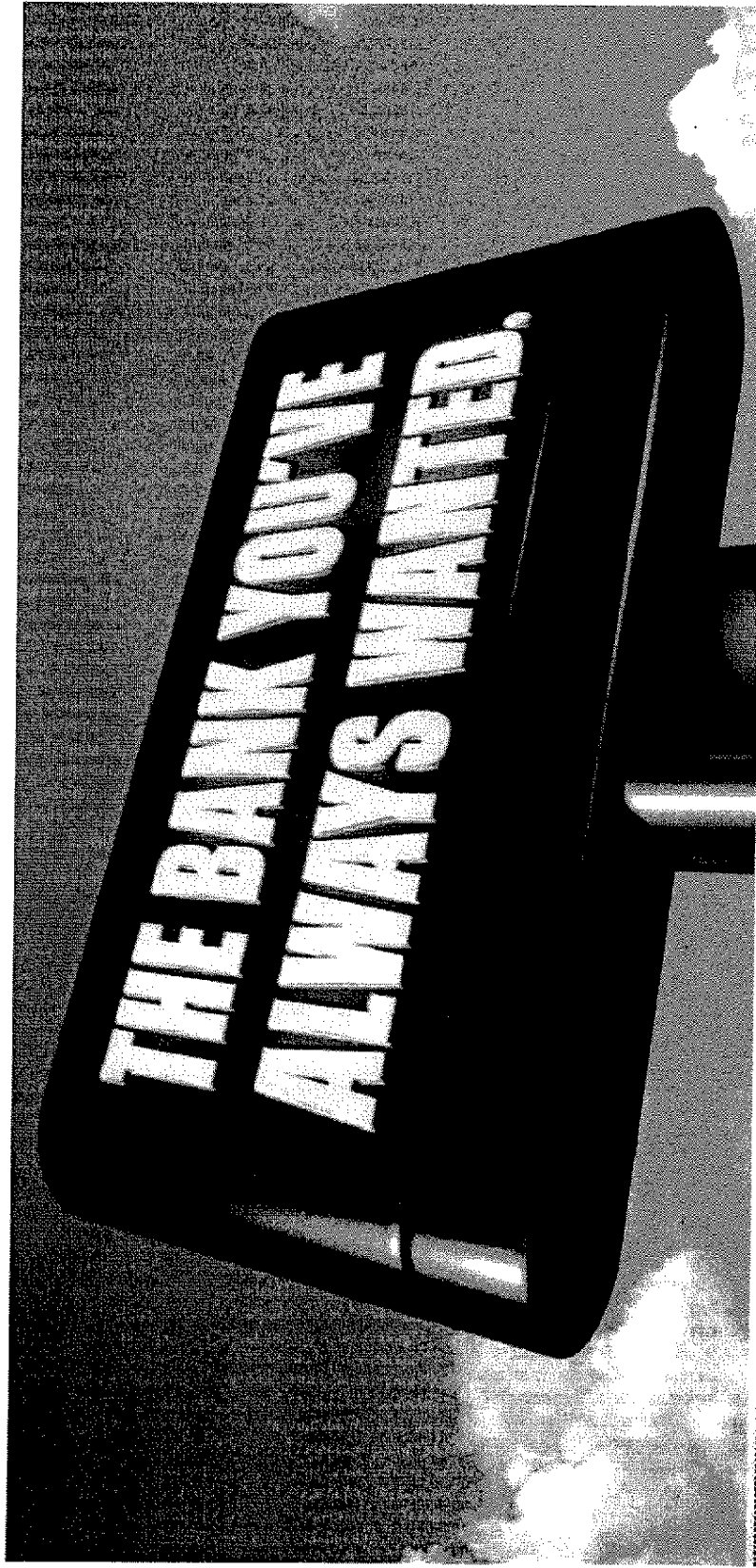
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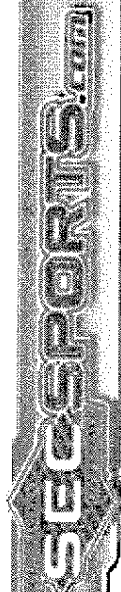
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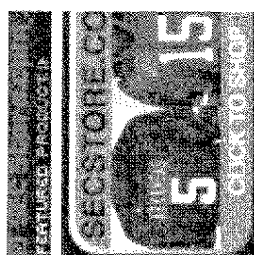
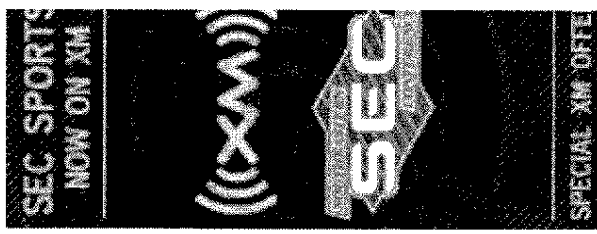


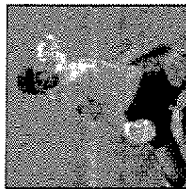
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With a new stage on which to perform, Regal Soccer Stadium, Tennessee head coach Angela Kelly and her staff are looking to propel the 2007 edition of the Lady Vols to another level.

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SEC Volleyball Roundup - Wednesday, August 29th



Aug 29, 2007
Check out the SEC volleyball action from Wednesday, August 29th, including Georgia become the first squad in school history to open a season with four-straight shutout victories.

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SEC-TV on FSN South for Thursday, August 30th



Aug 29, 2007
Thursday's SEC-TV (8/30 at 6:30 p.m. ET on FSN South and re-airing 9/6 at 10:30 p.m. on SportSouth) marks the first of 41 weekly shows during the 2007-08 school year where host Dave Neal starts things off in a big way.

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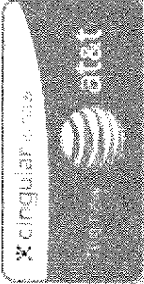



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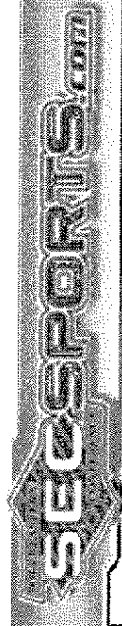
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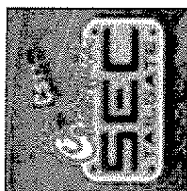
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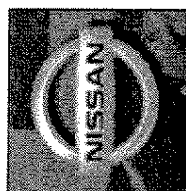
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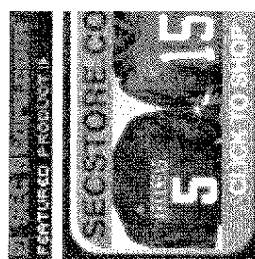
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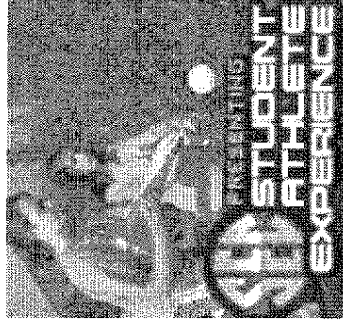
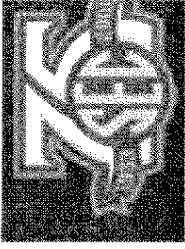
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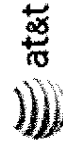


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Corporate Partners

Written by: Sun Belt Conference

Release: 06/09/2005

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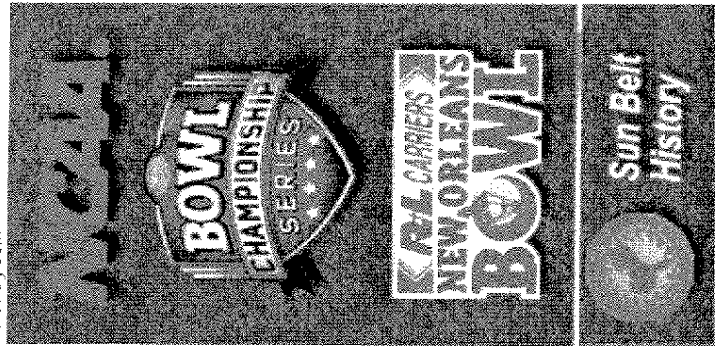
The Sun Belt Conference has 19 championship events ranging from cross country to the R + L Carriers New Orleans Bowl. The bowl game will be held on Friday, December 21, 2007 featuring the Sun Belt Conference champion and a selection from Conference USA. It is held annually in the New Orleans Superdome and is televised on ESPN.

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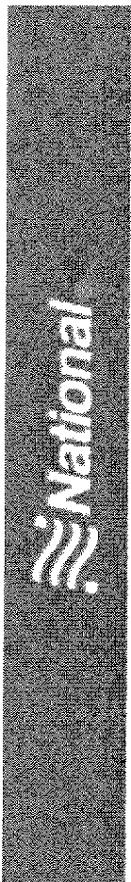
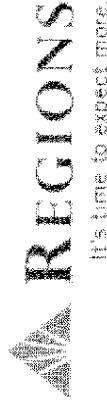
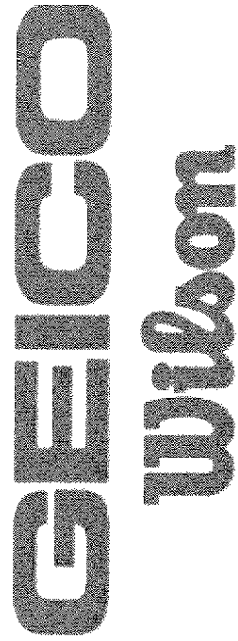
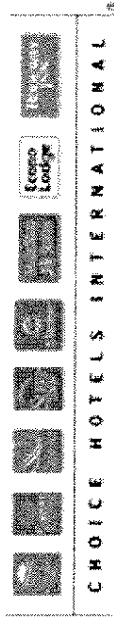
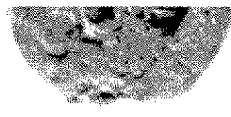
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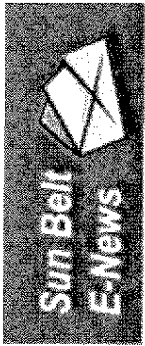
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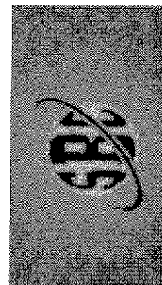
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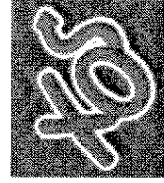


EXHIBIT D

Corporate universities

From Wikipedia, the free encyclopedia

Corporate Universities (CUs) are a growing trend in companies. Corporate Universities are anything from a pumped up training department to a degree granting branch of major companies. Denise Hearn in her article "Education in the Workplace: An Examination of Corporate University Models" (<http://www.newfoundations.com/OrgTheory/Hearn721.html>) cites these statistics: In 1993, corporate universities existed in only 400 companies. In 2001, this number jumped to 2,000. This number is only expected to grow in the future. Although changes in the economy may alter that growth to some extent, this trend is still receiving attention from such companies as Walt Disney, Boeing, and Motorola.

Contents

- 1 Goals of a CU
- 2 Planning for a CU
- 3 Curriculum
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Goals of a CU

Corporate Universities are set up for a variety of reasons, but most organizations have the same basic needs. According to Hearn, these are to:

- Organize training
- Start and support change in the organization
- Get the most out of the investment in education
- Bring a common culture, loyalty, and belonging to a company
- Remain competitive in today's economy
- Retain employees

CUs offer valuable training and education to employees, but they also help organizations retain and promote key employees. Although a CU may sound attractive, there is a lot of work that goes into the planning and implementation of such a project.

Planning for a CU

Before you jump into planning a CU, Hearn suggest that you conduct "a full learning audit and assessment, a series of design workshops, the creation of a business case and recommendations to senior management, implementation, and finally, further recommendations and review." These steps can help you to analyze what work needs to be done. One of your most important goals is to ensure that this project has support from the CEO down. Without funding and support, this project will go nowhere.

According to Jeanne Meister, the president of the consulting firm Corporate University Xchange(CUX),

there are ten primary steps to implementing and sustaining a successful corporate university. These steps, provided by Hearn, are reproduced below:

1. First, the executives or top management of an organization must form a governing body for the corporate university, much like that of a traditional university, which will establish and profess the organization's commitment to the program.
2. Secondly, the vision or strategic plan of the corporate university must be crafted; thereby, determining the organization's goals for the program.
3. The organization must then recommend a funding strategy. Most commonly, corporate universities are either funded through corporate allocations or through charges placed on individual business unit budgets.
4. Next the organization must determine its audience or stakeholders who will use the corporate university service.
5. In addition to determining the audience, the organization must also determine how the needs of the audience will be met while continually pursuing the strategic goal of the corporate university.
6. Following the completion of the above tasks, corporate university organizers must develop a template for how products and services will be designed to achieve university goals.
7. The organization must also select suppliers, consultants, traditional universities and for-profit firms who will act as learning partners, if appropriate.
8. The use of technology and resources to be used by the corporate university must then be determined.
9. Additionally, a measurement system should be developed that will allow the organization to continually monitor its progress against the university's strategic goals.
10. Lastly, the governing body must communicate the vision of the corporate university constantly and consistently. All stakeholders should be made aware of the mission, products and programs that make up their organization's corporate university.

Of course, these steps may need to be tweaked depending on the size or goals of your organization. CUs can be outsourced to a consulting firm or planned and implemented inhouse. It is a growing trend for organizations to partner with traditional universities. A traditional university brings organization, structure, and faculty. Universities are often interested in CU opportunities because of the economic gain. There are a number of consulting firms that will help you to set up you Corporate University, but that can become very expensive. This process can also take a long time, sometimes up to a two years.

Hearn also provides overviews of the CUs at Walt Disney, Boeing, and some other large corporations to give you ideas of what other organizations have done.

Curriculum

Lisa Tanner of the *Dallas Business Journal* cites J.P. Morgan and Co. as an example of a company with an organized curriculum. They have three different types of courses: Business specific courses, organizational learning and communication classes, and management and executive training. What your company decides to offer will depend on your needs (such as sales training, marketing, or soft skills) and your company's business (like manufacturing, consulting, or technology).

Most CUs offer a blended curriculum of online and in person classes. Some organizations offer courses during the workday while other offer them at varying times. Courses can be short workshops or longer, more traditional courses.

Sharon Shinn of BizEd reminds readers that, unlike traditional universities, CUs demand a return on their investment. There must be concrete evidence that the classroom is delivering results. Many CUs provide hands-on and team learning as a more effective alternative to lecture-based courses, but all CUs agree that what is learned in the classroom should be directly applicable to the work environment.

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- "Corporate University Approach Taking Hold: Umbrella Approach to Company-Wide Training is Becoming Popular" by Lisa Tanner in the Dallas Business Journal.
<http://dallas.bizjournals.com/dallas/stories/2003/07/28/focus2.html?page=1> Retrieved September 1, 2004.
- "Education in the Workplace: An Examination of Corporate University Models" by Denise R. Hearn <http://www.newfoundations.com/OrgTheory/Hearn721.html> Retrieved September 1, 2004.
- "Handbook of Corporate University Development: Managing Strategic Learning Initiatives in Public and Private Domains" Rob Paton, Geoff Peters, John Storey and Scott Taylor (Eds) Gower.ISBN 0-566-08583-6

External links

- "Corporate University Approach Taking Hold: Umbrella Approach to Company-Wide Training is Becoming Popular" by Lisa Tanner in the Dallas Business Journal (<http://dallas.bizjournals.com/dallas/stories/2003/07/28/focus2.html?page=1>)
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- Dietmar Moews (<http://www.freie-universitaet-dresden.com/>)

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**Education in the Workplace:
An Examination of Corporate University Models**
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RETURN

edited 5/10/02

Introduction

According to Jeanne Meister, the phrase "corporate university" can be defined as a "...centralized strategic umbrella for the education and development of employees ... [which] is the chief vehicle for disseminating an organization's culture and fostering the development of not only job skills, but also such core workplace skills as learning-to-learn, leadership, creative thinking, and problem solving," (1998, Ten, p. 38). Jeanne Meister is the president of a New York consulting firm that specializes in corporate university management called Corporate University Xchange(CUX). She claims that corporate universities are developed by those corporations who have shifted their focus from employee training to employee education as a result of "the emergence of the knowledge economy" (1998, Extending, p. 52). The phrase "knowledge economy" expresses that these corporations have recognized their responsibility to provide employees education that can evolve with changing business needs in order to foster the business' sustained success. Many corporations believe that through continued employee education, they can "achieve strategic goals and performance improvement" (Meister, 1998, Extending, p. 52).

In 1993, corporate universities existed in only 400 companies. In 2001, this number jumped to 2,000. Nelson Heller states that according to CUX, this number will grow to exceed 3,700 by 2010, which is more than the number of private United States universities (2000). In an interview with Lillian Beltaos, dean of the School of Applied Media and Information Technology at the Northern Alberta Institute of Technology, Sandra Dillich found that "companies form corporate universities in order to systemize the training function, maximize the investment in education, drive change in the organization, spread common culture and values, develop the employability of the workforce and remain competitive in the marketplace" (2000, p. 25). Judith Mottl further believes that the primary factor for developing a corporate university is to "improve employee productivity and keep staff in touch with the latest technology" (1999, p. 23). While, Jill Vitiello explains that corporate universities do not only focus their curricula on junior and midlevel employees but often provide leadership and executive development education as well (2001).

With the mission of corporate universities in mind, this paper will examine the models that companies use to establish such programs. Recommendations for developing successful corporate universities will be reviewed. In addition, actual examples of corporate universities will be presented and the technology they use to support these programs will be discussed.

Creating a Corporate University

As established, CUX is "a for-profit education research and consulting firm that's been helping organizations launch and implement corporate universities since 1997" (Nelson, 2001, p. 1). CUX's consultation includes an audit of a company's educational strategy and an implementation of a corporate university program. The educational audit follows a 5-step model developed and tested by CUM This model includes "a full learning audit and assessment, a series of design workshops, the creation of a business case and recommendations to senior management, implementation, and finally, further recommendations and review" (Nelson, 2001, p. 1).

Following the completion of CUX's 5-steps, there are a variety of methods in which corporate universities can foster the continuing education of their employees. Jeanne Meister explains to her clients that there are ten primary steps to implementing and sustaining a successful corporate university. First, the executives or top management of an organization must form a governing body for the corporate university, much like that of a traditional university, which will establish and profess the organization's commitment to the program. Secondly, the vision or strategic plan of the corporate university must be crafted; thereby, determining the organization's goals for the program. The organization must then recommend a funding strategy. Most commonly, corporate universities are either funded through corporate allocations or through charges placed on individual business unit budgets. Next the organization must determine its audience or stakeholders who will use the corporate university service. In addition to determining the audience, the organization must also determine how the needs of the audience will be met while continually pursuing the strategic goal of the corporate university. (Meister, 1998, Ten).

Following the completion of the above tasks, corporate university organizers must develop a template for how products and services will be designed to achieve university goals. The organization must also select suppliers, consultants, traditional universities and for-profit firms who will act as learning partners, if appropriate. The use of technology and resources to be used by the corporate university must then be determined. Additionally, a measurement system should be developed that will allow the organization to continually monitor its progress against the university's strategic goals. Lastly, the governing body must communicate the vision of the corporate university constantly and consistently. All stakeholders should be made aware of the mission, products and programs that make up their organization's corporate university. (Meister, 1998, Ten).

Meister warns that these ten steps may take eighteen months or more to achieve. In following the CUX model, Meister believes organizations can reach the primary corporate university goal of "preparing an organization's employees to take full advantage of the emerging opportunity and to institutionalize a culture of continuous learning aligned to core business strategies" (Meister, 1998, Ten, p. 41).

Organizational Models for Corporate Universities

Margaret Kaeter, in her article *Virtual Cap and Gown*, believes that there are three primary organizational models for Corporate Universities. These models include Classic, Education Portal and Tailored Training. The Classic model refers to tuition support from the employer that allows employees to pursue a degree from a college's standard curriculum. In this case, students must apply to the college, be accepted and complete required credits to graduate. In some cases, the student's coursework is done via distance education techniques that may include the Internet, mail and videos. (Kaeter, 2000). The Classic model is also referred to as the Hybrid model. As Meryl Davids explains, using this type of model has encouraged corporate universities to provide their curriculum to non-employees, as well. (Davis, 2000).

Through Education Portals, corporations work with traditional universities or training businesses to provide college courses on-line. These universities may provide the corporation with its own corporate website (portal) which provides students with a virtual campus complete with a company's logo. This model of the corporate university "offers a seamless blend of courses designed by colleges, commercial training suppliers, and the company's own training staff" (Kaeter, 2000, p. 119).

Corporate universities may also follow the Tailored Training model which refers to those traditional universities and corporations who are "working in tandem to develop distance learning courses designed to address a company's specific needs" (Kaeter, 2000 p. 119). In this case, corporations can direct universities on which components of their standard curriculum should be passed on to their employees.

Additionally, this partnership allows corporations to add their own input and information into the training materials.

Educational Methods and Materials

Corporate university education is designed and presented in a variety of formats. Most often, curriculum is designed and presented through satellite communication, web based instruction, virtual reality and/or virtual campuses. Through satellite based education, employees from different locations can be brought together in real-time to participate in the course at the same time through video conferencing. Web-based learning is conducted via the Internet or through a corporation's Intranet. Meister explains that web-based courses allow corporations to "customize learning experiences for individual needs and preferences, and provide the ability to measure performance" (Meister, 1998, Extending, p. 52). Virtual reality offers simulated training that mimics actual employee job duties, while virtual campuses link each of these media components by computers.

Accreditation of Corporate Universities

In 1974, the American Council on Education's Program on Noncollegiate Sponsored instruction (ACE/PONSI) was founded to evaluate "instructional courses and programs offered by business and industry, labor unions, professional and voluntary associations, and government agencies and makes recommendations for college credit based upon such instruction" (Thompson, 2000, p. 323). By 2000, ACE/PONSI recommended that courses from over 250 companies receive college credit. These companies included McDonald's, Bell Telephone and The Ford Motor company.

Following this lead, Gordon Thompson explains that the Arthur D. Little corporation "has created their own in-house educational institutions that offer accredited degrees" (2000, p. 324). When offering degrees, workplace education programs are referred to as corporate colleges. Thompson explains that he supports the notion that corporate colleges have often been established to offer skills to employees that were not otherwise available. He also found through his research that 14 institutions met the definition of corporate colleges in 2000 (2000).

Corporate Effects on Traditional Universities

Gordon Thompson believes that accredited institutions may pose a threat to traditional universities as they compete for students and faculty. Conversely, corporate universities are similar to traditional universities in that they are spawning lifelong learning. Furthermore, many traditional universities have found corporate universities to be a benefit rather than a threat. Gordon Thompson found that corporate funds have become increasingly important to traditional universities, consisting of more than "20% of the voluntary support for higher education in the United States" (2000, p. 327). With universities, corporations are able to customize higher education needs to fit their "just-in time skills development," as quoted from Bruce Pietrykowski, by dividing college courses "into sub-units each with its own set of learning outcomes" (2001, p. 299). He continues by stating that "these units can then be combined and recombined to create modules or courses that can lead to certificates that validate a certain type of knowledge or skill set as desired by company or industry standards" (2001, p. 299).

According to Nelson Heller, "about sixteen percent of all corporate education partnerships today are with traditional colleges and universities." (2001, p. 1). As an example, Intel now offers its employees the opportunity to enroll in a MBA program through Babson College which offers students a degree that primarily focuses on Intel cases. Likewise, Valencia Community College earns between \$1.5 to \$2 million in revenues by supporting the college education of Walt Disney World and Universal Studio employees. (Heller, 2001).

According to Meryl Davids "corporate university advocates are quick to admit that their program don't take the place of top-notch universit[ies]" (2000, p. 19). However for those students who can not geographically attend top-notch universities, corporate programs no offer them the opportunity. The true burden of corporate universities on traditional universities may actually be felt in a lowered interest in the graduate business schools that offer executives leadership courses. These courses are offered at a cost of \$4,000-7,000 dollars and can now be offered through one's own corporate university at a minimal cost. (Davids, 2000).

Examining Corporate Universities

To measure the success of the entity of a corporate university, one need not look far to find information on a variety of well-known organizations that have established and sustained successful corporate universities. Several of these organizations have been examined and summaries of their corporate model structures are provided below. In each of these cases, one can recognize the common thread through each organization's corporate university to be that of technology and its use in providing cooperate education. Motorola

Motorola established Motorola University as its corporate university and was "one of the first learning organizations to institute virtual reality in manufacturing training" (Meister, 1998, p. 53). To provide its employee education, Motorola University uses virtual manufacturing labs to train line workers by modeling the equipment instead of using the actual equipment for training purposes. These labs can be used at any Motorola site via the company intranet through CD-ROM programs. (Meister, 1998). In addition to serving its own employees, Motorola now provides for-profit Learning and Certification services to outside sources as an independent subsidiary of the parent company. (Nelson, 2001).

The Boeing Company.

The Boeing Company provides education to its employees through the Leadership Center. Jill Vitiello explains that a large component of Boeing's curricula focuses on executive learning. As she mentions, newly promoted supervisory personnel must complete a web-based curriculum within 30 days. This training includes topics on "company policies and procedures, finding and using resources, and understanding fiduciary responsibilities" (2001, p. 42). Entry level managers "spend one week at a local training site studying performance management, reviewing organizational structure and learning state and regional laws and regulations that govern [their] industry" (Vitiello, 2001, p. 42). Managers are also "required to take core leadership courses at the center at five specific turning points in their careers: when they receive their first management assignments, become managers of managers, prepare for executive responsibilities, begin their first days as executives and assume the challenges of global leadership" (Vitiello, 2001, p. 42).

Boeing's primary means of evaluating the success of its Leadership Center is by conducting employee surveys on an annual basis. These surveys have indicated, as Vitiello summarizes, that "executives and managers who have attended programs ... are more satisfied in their jobs than those who haven't yet attended the programs" (2001, p. 42).

Walt Disney

For those employees hired to work at Disneyland, California, their career begin at the University of Disneyland with an orientation and 40-hour apprenticeship program, most of which takes place on rides. In the classroom, these new hires are given "a very thorough introduction to matters of managerial concern and are tested on their absorption of famous Disneyland fact, lore, and procedure" (Van Maanen,

p. 65). Professional Disneyland trainers are responsible for the instructional design, methods and materials they provide in the courses. Course topics include park operations, appearance standards, and Disneyland values. (Van Maanen, p. 68).

For those employees hired to work at Walt Disney World, Florida, they are offered the opportunity to enroll in Valencia Community College. In addition, Disney also trains outside professionals on their successful traits. These three-day professional development programs are designed to provide non-employee executives with Disney "magic" that can be provided in their own industries. This program takes place at the Disney Institute, a 47-acre Orlando, Florida campus. The executive program costs \$3,000 and includes admission to surrounding Disney parks. Disney is said to offer this program because it believes such an offering enhances their reputation. (Davids, 2000). Federal Express

Using exit interviews to determine deficiencies in their business, Federal Express found that many employees left the company because of a lack of career development. As a result, the Federal Express Quality University was established. This learning strategy allows more than 140,000 employees to educate themselves through web-based education. Additionally, Martin Delahoussaye explains that when FedEx employees cannot find a suitable course in the Quality University, they fund up to \$2,500 from Federal Express to take courses at outside sources (2001).

United Health/United Technologies Corporation

United Health, a health care provider, offers corporate education through its Learning Institute. Using distance learning technology to offer 24/7 access to course work, United Health partnered with United Technologies Corp. and the Rennselaer Polytechnic Institute (RPI). Distance learning technology is provided by RPI and includes video, nondegree seminars, technical courses and desktop training. These courses are offered from Boston University, Carnegie Mellon, Stanford and the Massachusetts Institute of Technology to employees at both organizations. (Mottl, 1999). The Learning Institute operates on a tuition basis, even within its own corporation. Like many corporate universities, a hybrid funding model requires those who attend the Learning institute to pay for training from their own business unit budgets. (Davids, 2000). Oracle Corporation

Oracle University supports those employees from the Oracle Corporation through web-based learning. Oracle University provides its more than 32,000 employees and partner organizations with up-to-date product knowledge. The university consists of a virtual campus and a network of regional classrooms. This campus is comprised of industry knowledge, sales methods, technical skills, and Oracle-specific processes. (Meister, 1998). The General Motors' Saturn Corporation

Saturn Consulting Services primarily offers corporate university curriculum to noncompetitive non-General Motors employees. The education is primarily geared towards executives and includes information on leading change, team development, and customer care. Meryl Davis explains that the company also "formed a strategic alliance with \$20 billion aerospace and defense giant, Raytheon Co.... [and] in this arrangement, one of Raytheon's training divisions, Door Training acts as the international distraction arm for Saturn's Consulting service, delivering Saturn's content to other global organizations" (Davis, 2000, p. 19). Bell Atlantic

Bell Atlantic offered its telecommunications technicians the opportunity to earn an Applied Science degrees in Telecommunications Technology through Bell Atlantic's Training, Education, and Development department. This opportunity resulted from contract negotiations in 1994. The programs' curriculum, which was custom designed by Bell Atlantic and its union, was offered through twenty-five community colleges. The curriculum included topics in general studies, electricity and electronics, telecommunications, introduction to voice/data, LANs and WANs, and advance technologies, as well as,

leadership and teamwork.

Overall, students were required to earn 60 credits through the four-year program. Classes were held during company time, one day per week for two semesters per year. To enroll in the program, employee seniority and scores on the ASSET Test (standard college entrance exam) were considered. The program was free to employees and included books and fees. In 1998, 92 students were awarded degrees. (Mottl, 1999).

Ford Motor Company

Ford Motor Company calls its corporate university FORDSTAR. FORDSTAR is a "network that enables Ford to provide training, access to experts and product information, and networking opportunities straight to [their more than 6,000] dealerships" (Meister, 1998, Extending, p. 52). This training is conducted via one-way video and two-way audio through a digital worldwide network. FORDSTAR programs are designed for employees in their credit, technical, sales, services and parts departments. Nearly 1,100 sites can be accessed at the same time, reaching up to 300 employees in a single session. Ford's satellite system allows employees to obtain the information and training they need when they are available to participate. (Meister, 1998, Extending).

Ford assesses the education it provides employees through various measurement techniques. Primarily, each session requires a progression of steps. If employees are not able to progress through the course, educators can quickly recognize their deficiencies and make changes to curriculum or learning techniques as necessary. FORDSTAR cultivates its educators by providing instructional designers and instructors with their own orientation courses. These "courses focus more on learner's roles and responsibilities than on the role of the instructor" (Meister, 1998, Extending, p. 52). Dell Computer Corporation

Dell Computer Corporation's university, Dell University, provides education to its employees via web-based embedded learning. Jeanne Meister explains that embedded learning stems from "the premise that old learning methods are woefully inadequate to keep up with business needs of companies at the forefront of a rapidly changing industry in which knowledge must be constantly updated" (1998, Extending, p. 52). 35-45% of Dell University's curriculum is delivered via the web. The university's mission relies on catering to the various learning styles of their employees. (Meister, Extending).

Summary

As stated by Daniel Twomey, et al, "developing a corporate university expresses [an organization's] commitment to the value of investing in human capital" (1999, p. 340). Companies that develop corporate universities believe that in focusing on employee competencies, skills, and abilities, they are ensuring their competitiveness and future success. Corporate provided education has been found to improve employee satisfaction and employee retention, as well as, provide a competitive advantage for many organizations. (Twomey, et al, 1999).

Conclusion

As Jeanne Meister concludes, corporate universities are built on a system that understands "the chief concern for knowledge workers in nearly every industry and occupation is the short shelf life of their knowledge, causing them to have to constantly retool their schools" (1998, Extending, p. 52). Employees benefit from the corporate university movement in more ways than simply being able to perform their assigned jobs better. They also learn skills and possibly earn degrees that can be carried through their career, making them, themselves, more marketable to the workplace. Corporate universities are the

"fastest growing segment of the adult education market" (Meister, 1998, Ten, p.). Additionally, those corporations that provide corporate universities tend to have an advantage over the "eligible employee pool," in that they are often perceived as "employers of choice" (Meister, 1998, Ten, p. 53).

In closing, corporate universities strive to achieve their mission of developing programs that are clearly linked to business objectives and organizational strategy. These programs are designed to convey corporate culture and focus on learning beyond on-the job training. By doing so, many employees throughout the United States and abroad are offered educational opportunities that might not otherwise be available to them.

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Corporate university approach taking hold

Umbrella approach to company-wide training is becoming popular

Dallas Business Journal - July 25, 2003 by Lisa Tanner Senior Writer

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Going to university may not be what many employees had in mind when they entered the work force, but that's exactly where they might find themselves when it comes to training and development.

At some companies, training is done on an as-needed basis. But at others -- primarily larger companies with many employees -- a formal structure may be in place to ensure ongoing and unified development.



Outlet Inc.

These operations, often referred to as corporate universities, tie employee learning and development directly to the company's overall business strategy.

Inhouse programs can be run by a company's training department or outsourced to training specialists, including companies, universities or consultants. Either way, the goal is to make learning an ongoing process and to measure its success.

But the commitment to training must come from the top, with strong support from executives from the CEO on down through the organization, said Frank Bilbao, director of training for Berkeley, Calif.-based Grocery

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The company recently moved into the Dallas area with the purchase of 17 Yes!LESS discount grocery stores from Fleming Cos. Inc. of Lewisville.

In preparation for converting those stores to the company's Grocery Outlet Bargains Only brand, 21 store managers, assistant managers and others traveled in late May to the company's California headquarters for extensive training. The customized, six-day school met for 10 hours a day to cover all aspects of the company from its culture and customer-care values to distribution and management systems.

The program is similar to others put on throughout the year by the company, both at its headquarters and in the regions where its stores operate. Other workshops cover specific topics such as store point-of-sale systems or provide training for key personnel like managers and future store operators. One of the company's three-person training department travels from store to store to train workers onsite.

"Even in tough economic times, when many shave back their training, we're continuing to invest in our people and give them the basic tools they need to be successful," Bilbao said.

At J.P. Morgan Chase & Co. in Dallas, training programs fall into three broad categories. There are business-specific classes like teller training; organizational learning and effectiveness classes that include communications; and management and executive training, said Mark Waters, who manages organizational learning for the company's 16-state Western region.

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